

GOVERNORS STATE UNIVERSITY
College of Business and Public Administration



Course Title: MGMT 849A Business Policy and Strategy

Instructor: Dr. Akkanad M. Isaac

Session: May - July 1996. Spring/Summer Trimester, Block 1.
Tuesday & Thursday: 7:30-10:20 p.m.

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Units: Three

Prerequisite: Last Trimester of Student's program.
Open to degree-seeking M.B.A. students only.

Description:

Capstone course of the graduate business administration curriculum designed to integrate the various operating functions of a business. Shows the business as a system and demonstrates those special co-ordinating skills and knowledge which are necessary at the upper levels of an organization. Utilizes case analysis and assigned readings.

Performance Objectives:

1. To integrate students' knowledge of the functional areas of business into a coherent framework to help them to think in terms of the company as a whole (a general management perspective).
2. To enable the student to understand the strategy management process (built by administrative processes over time as opposed to being designed in an analytic process at a moment in time) through a study of the management styles/experiences of several business corporations.

3. To help the student to understand the impact of environment on organizational strategies, structure and performance.
4. To provide a conceptual basis to identify (and deal effectively with) risks and opportunities and to develop an appreciation of the process of entrepreneurship.
5. To provide an opportunity to study the competitive processes and strategies which vitally influence the performance of individual firms.
6. To highlight strategic management as a key function and responsibility of the line general manager.
7. To develop an understanding of the global dimensions of business.
8. To provoke the students to explore a variety of ethical issues which are critical in the functioning of corporations and on which general managers have to take positions.
9. To view a specific industry as an entity and study both the factors that shape the industry and the impact of governmental policies, national and international competition and other relevant factors on the industry.
10. To enable the student to understand the role, responsibilities and limitations of the policy maker.

Teaching Material:

A course packet consisting of selected cases (published by the Harvard Business School). Required readings include several papers from the Harvard Business Review and the following paperback book:

Hamel, Gary & Prahalad, C. K.
Competing for the Future. Boston, Harvard Business School Press, 1994. ISBN 0-87584-716-1 (pbk).

Note:

The student is also required to consult the current issues of business periodicals, e.g., Wall Street Journal, Business Week, Fortune, Forbes, Harvard Business Review, etc. (available in GSU Library). Approximately 30 minutes of each class session will be devoted to review important developments in the corporate scene. Additional reading material will be distributed in class and/or kept on reserve in the GSU Library.

Course Policies:

1. The primary instructional mode used in this course is "case analysis and discussion." The student is required to attend classes regularly and contribute to the class discussion. Peer learning is an integral part of the course design.
2. The student shall complete all assignments by specified due dates. Some assignments will be designated as "group assignments." Late submissions, even if accepted, will affect grades.
3. Grade of "incomplete" will not be given except under extenuating circumstances.

Evaluation:

Individual Segment:

Case Analysis/Assignments	20%
Class Preparation and Attendance	10%
Examination 1	15%
Final Examination	15%

Group Segment:

Report 1: Strategy Analysis of a Specific Company	20%
Report 2: Analysis of a Specific Industry	20%

1. Individual Segment (Written Case Analysis)

Student shall prepare a critical analysis of each assigned case in the form of a report. The report shall identify major decision situations (strategic issues), strengths and weaknesses, opportunities and threats, risks and problems, etc. Student shall take a position (with justification) on different issues and recommend an appropriate set of strategies/actions. Maximum length of the "case analysis" report shall be 3 pages (double space). Appendices (for

example, computation of financial ratios) may be added if required and will not be subject to the page limit. The financial and other data in each case must be fully analyzed to obtain necessary insights.

Criteria for judging the quality of a case analysis will vary depending on the nature of the case, availability of financial data and other competitive information, etc. The following guideline approximately signifies the relative importance of the various aspects to be considered in preparing a case report:

<u>Factor</u>	<u>Weight</u>
1. Problem Statement	10%
2. Analysis	60%
SWOT	25%
Financial Analysis	15%
Competitor Analysis	10%
General	10%
3. Recommendations	20%
Soundness/Quality	10%
Data Support	10%
4. Writing Style/Quality	10%

Recommendations should be adequately justified/supported. A proper study of the portfolio of financial ratios will help the student to get insights which are important to arrive at good recommendations. Students are expected to compute financial ratios and use them to derive recommendations.

2. Group Segment:

Class will be divided into groups of two. Each group shall prepare two reports (typed, maximum size of each report: 15 pages, excluding tables, bibliography, etc.). Two copies of each report shall be prepared, one for the instructor and one for the student. Copy submitted for evaluation shall be retained by the instructor. Each member of a group is expected to actively participate in both studies. All relevant references (bibliography) shall be furnished. Any material extracted/copied from any published material shall be properly acknowledged. Plagiarism is a serious academic offence. Students are encouraged to inspect reports submitted by groups in prior batches.

Report 1

Each group shall study a specific company (to be approved by the instructor), with emphasis on the financial performance, management styles, evolution, environmental factors (including competition) which affected the company performance, and present a report with strategy recommendations.

Report 2

Each group shall conduct an analysis of a specific industry (to be approved by the instructor) and summarize the results in the form of a report. The industry analysis will focus on the structure and nature of the industry, role of "principal actors" within the group, competition (national and

international), governmental regulations and other environmental factors, and the nature of the technology. Student shall attempt to gain considerable learning from this group assignment. Students are encouraged to meet with the instructor during this study to obtain necessary clarification about different strategic issues and their relevance to the specific industry.

ASSIGNMENTS

<u>Session</u>	<u>No</u>	<u>Date</u>	<u>TOPICS</u>
	1	May 14	Nature of Learning from a Capstone Course Approach to Case Analysis <u>Lecture</u> : Corporate Mission: Definition and Examples <u>Case</u> : Dashman Company
	2	May 16	<u>Case</u> : Genzyme Corp.; Strategic Challenges with Ceredase (HBS 9-793-120) <u>Lecture</u> : What is Corporate Strategy <u>Read</u> : Competing for the Future, Ch. 1 & 2
	3	May 21	<u>Case</u> : Saturn: a Different Kind of Car Company (HBS 9-795-010) <u>Lecture</u> : Environmental Scanning <u>Read</u> : Competing for the Future, Ch. 3 & 4
	6	May 23	<u>Case</u> : Asahi Glass Co.: Diversification Strategy (HBS 9-794-113) <u>Lecture</u> : Diversification Strategies
	5	May 28	<u>Case</u> : 3 M Optical Systems: Managing Corporate Entrepreneurialship (HBS 9-395-017) <u>Lecture</u> : Nurturing Corporate Excellence <u>Read</u> : Competing for the Future, Ch. 5 & 6
	6	May 30	<u>Comparative Analysis of Corporate Strategies</u> : Canon; Kodak; & Polaroid (Students will work in groups and collect strategy information - based on library research and develop a framework to compare them) <u>Lecture</u> : Competitive Analysis
	7	June 4	<u>Case</u> : Portfolio Planning at CIBA-GEIGY and the Newport Investment Proposal (HBS 9-795-040) <u>EXAMINATION 1</u>
	8	June 6	<u>Case</u> : Smashing the Cube: Corporate Transformation at CIBA-Geigy Ltd. (HBS 9-795-041) <u>Lecture</u> : Tools and Techniques of Strategic Management <u>Read</u> : Competing for the Future, Ch. 7 & 8
	9	June 11	<u>GROUP PROJECT (REPORT 1) PRESENTATION</u>
	10	June 13	<u>Case</u> : En Clean: Malcolm Waddell's Story (A) (HBS 9-794-115) <u>Lecture</u> : Implementation of Strategy

Read: Competing for the Future, Ch. 9 & 10

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| 11 | June 18 | <u>Case:</u> Brigham and Women's Hospital in 1992
(HBS 9-792-095)
<u>Lecture:</u> International Dimensions of Corporate Strategy
<u>Read:</u> Competing for the Future, Ch. 11 & 12 |
| 12 | June 20 | <u>Case:</u> Sunrise Medical Inc.'s Wheelchair Products
(HBS 9-794-069)
<u>Lecture:</u> Entrepreneurial Strategies |
| 13 | June 25 | <u>Case:</u> Time Life, Inc. (A) (HBS 9-395-012)
<u>Lecture:</u> Business Ethics, Corporate Culture, and Strategic Leadership |
| 14 | June 27 | <u>Case:</u> Executone Information Systems (HBS 9-793-140)
<u>GROUP PROJECT (REPORT 2) PRESENTATION</u> |
| 15 | July 2 | <u>FINAL EXAMINATION</u> |